

Housing Management Bulletin



No. 4

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

July 30, 1943

Chairman Ducey Asks Some Questions...

ABOUT THE HOUSING MANAGEMENT PROFESSION

The Division's Fourth Annual Meeting in New York on May 21 brought to focus the many diverging conceptions of the housing management profession that have been developing in the past five years but which have required the swift-moving events of the war emergency to receive recognition. Although the Division's one-day meeting allowed much too short a time for a definition of these differences and for an attempt to establish a common ground for their consideration, there was adequate time to have it made clear that a turning point has now been reached in housing management and the affairs of the Management Division.

Worries

Summarized, there now appear to exist in the ranks of the housing managers of this country at least four major worries:

- 1— A sense of uneasiness as to the future of housing management and as to what kind of leadership the profession should have.
- 2— A feeling that many of the policies and procedures accepted up to this point are at cross-purposes with the basic philosophy of the housing program.
- 3— A conviction that any statement of housing management responsibility should be made with a realization of its long-term implications as an integral part of a national social or economic program.
- 4— A recognition that management personnel does not by any means constitute an homoge-

neous group for which a generalized program can be maintained -- that, in fact, its activities are of several distinct types: business management; property maintenance; recreational direction and supervision; civic leadership; responsibility for handling individual problems of social maladjustment or family disintegration, calling for a form of guidance and leadership that gets into the fields of personal and social psychology, morality, education, and related approaches to character development.

Questions

The questions I ask you are:

What should the Division's responsibility be for setting up and directing a program to meet these varying needs?

How far should the Division go in formulating an overall statement of management responsibility and of the personnel standards required to meet that responsibility?

How much leadership should the Division take in underlining the potentialities of management as a device to promote better living habits, better citizenship, better cities and towns, better homes?

What devices should the Division recommend to bring together the business point of view, the social reformer point of view, the federal-local tug of war?

What Do You Want?

The Division might possibly exist as a humdrum organization that grinds out bulletins of doubtful interest and a yearly set of invoices. The Division is, however, more dependent than any of its members realize on the support of its members -- not merely support in the form of \$10 annual dues but in the form of continuous expression of their points of view, of their local successes and

SEND NEWS, IDEAS, REPORTS, AND OTHER MATERIAL ON MANAGEMENT TO THE BULLETIN

failures, of their hopes and/or fears of the future, their prophetic sense as it is touched by certain events and trends. There is a very real need for managers to express themselves in these respects to the Division so that progressive leadership can be brought to bear on policies that are currently in the making.

I Ask . . .

Do you want to concentrate your efforts on a program of efficient, ingenious property management, with minimum emphasis on the direction of tenant activities?

Do you visualize a broader program that seeks to establish new or improved patterns of neighborhood living?

Do you want to make of the public housing program a new form of institutionalized care for relief families and social problem families?

Do you want the Management Division to emphasize the local or the federal interest in management?

Do you want the Division to direct specialized efforts to specialized groups: maintenance men, renting agents, recreational directors, social workers, administrative executives?

Whatever the answers to these questions are, they should come from you. I await those answers.

A GROUP METHOD FOR ANNUAL INCOME AND FAMILY COMPOSITION RE-EXAMINATION

by Martin Handrick and Emmett Whelchel,

*Senior Rental Adviser and Management Training Adviser, respectively,
Region IV, Federal Public Housing Authority.*

One of the many recurring tasks in managing any federally-aided public low-rent housing project is that of making periodic re-examinations of tenants' income and family composition . . . Conducting an interview with a large group of tenants, patently is a time-saver. If groups of 125 to 150 tenants can be interviewed in a time only slightly greater than that required for an individual, the annual review of even a large project can be completed in days instead of months. If results of group reviewing are comparable in accuracy and usefulness to individual interviews, the time-saving feature of the method argues for its use. It is true that conducting an interview with 150 people is difficult, but there are no difficulties which careful planning and careful attention to a few techniques will not overcome . . .

Group reviewing is not at all original with Region IV. It is described in the Local Authority Management Manual and has been used extensively in Region III and by many local authorities. The innovations, if any, made by Region IV consist of simplifying the forms used, training local authority staffs in the techniques of conducting mass interviews, and increasing the size of the group from 25 or

New Division Members

Adams, Mrs. Ogarita E. - Housing Manager, Housing Authority of the Birmingham District
Allen, Paul - Manager, Housing Authority, of the City of Wilmington (North Carolina)
Anderson, Curtis - Executive Director-Secretary-Housing Manager, Housing Authority of the City of Alameda (California)
Barton, Claude B. - Manager, Peralta Villa, Oakland (California)
Bauer, George P. - Housing Management Training Adviser, Region V, Federal Public Housing Authority, Cleveland
Bradt, Carl L. - Palace Travel Coach Corporation, Washington, D. C.
DeVeau, Louis B., Jr. - Tax Analyst, Region II, Federal Public Housing Authority, New York City
Hare, Lloyd C. M. - Manager, El Portal Trailer Park, Richmond (California)
Harkins, Ralph W. - Acting Director of the Management Division, Housing Authority of the City of Pittsburgh
Industrial Union of Marine and Shipbuilding Workers of America, San Pedro (California)
Jacobs, Jane Eleanor - Apprentice in Housing, Region II, Federal Public Housing Authority, New York City
Jaffey, A. Carl - Housing Manager, Federal Public Housing Authority, Greenport (New York)
Jennings, Herbert - Associate Project Services Adviser, Region II, Federal Public Housing Authority, New York City
Lackland, Sam H. - Associate Manager, Mobile Housing Board
Lande, William M. - Executive Secretary, Elmira Housing Authority, Elmira (New York)
Landstreet, Barent F. - Supervisor, Resident Aides, Philadelphia Housing Authority
Lawton, George R. - Maintenance Engineer, Region II, Federal Public Housing Authority, New York City
Lindquist, T. G. - Executive Director, Winnebago County Housing Authority, Rockford (Illinois)
Mackintosh, Ralph T. - Tax Analyst, Region II, Federal Public Housing Authority, New York City
McMillen, Wayne - Commissioner, Chicago Housing Authority
Rice, Carroll L. - Housing Manager, Peary Place War Housing Project, Corpus Christi
Richardson, James D. - Superintendent of Maintenance, Housing Authority of the City of Vallejo (California)
Schoenbach, Harold - Building Maintenance Foreman, Herman Gardens, Detroit
Schroeder, Arthur E. - Project Services Adviser, Region VI, Federal Public Housing Authority, Chicago
Scott, George W. - Housing Manager, Federal Public Housing Authority, Blythe (California)
Szudy, G. M. - Manager, Euclid Homes, Cleveland
Thomas, W.M. - Housing Manager, Housing Authority of Columbus (Georgia)
Whelchel, Emmett V. - Regional Management Training Adviser, Region IV, Federal Public Housing Authority, Atlanta
Wilkinson, Frank - Manager, Ramona Gardens, Los Angeles
Wolf, Mrs. Shelley A. - Housing Apprentice, Region II, Federal Public Housing Authority, New York City

0 to 125 or 150. Staff training consists of a training session, a demonstration by regional office experts, and the evaluation of a try-out performance of a local staff member.

Simplifying the Form

Certain basic assumptions governed the regional staff in simplifying the form to be used in group reviewing. First, the form was designed for the purpose it was to serve. As the interview was to be conducted, no explanatory statements or phrases needed to appear on the form. Second, only information needed to fix rents fairly and to adjust the family to a dwelling-unit of the proper size was to be secured. Third, as the tenant was to write in the information asked for by the conductor, the form was made mechanically simple. Fourth, as the form was to become a part of the tenant's record, it was made complete on one page. (See below for form designed and now in use in Region IV.)

Staff Training

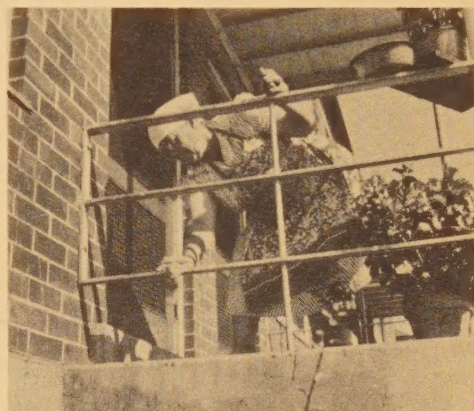
When a local authority has decided to make its annual re-examination by a group method and requests assistance from the Regional Office, a staff training session is arranged. The Regional Training Adviser, accompanied by a member of the Leasing and Occupancy Section, conducts a training session upon the philosophy and purpose of re-examination, the techniques of group interviewing, and the use of the re-examination form. The Training Adviser also demonstrates the techniques of interviewing by conducting the interview with the first group of tenants.

The local authority staff members who attend the train-

Continued column one, page 28

THE MASTHEAD— THE PICTURE BELOW—

Pictured as noted above are tenant maintenance scenes from the fourth annual report of the Housing Authority of the City of Atlanta. The report states that tenants in Atlanta's eight projects "care for storage rooms, social and recreation buildings; trim lawns and shrubs; contribute many other services which cut operating cost, and demonstrate the community spirit generated by the new environment."



SIMPLIFIED TENANT RE-EXAMINATION FORM (see above)

PROJECT _____ Housing Authority of the City of _____				APPLICATION FOR CONTINUED OCCUPANCY				Dwelling No. _____			
List Names of All Persons Now Living in Your Apartment	Relationship to Head	Age	Sex	Occupation or Status	Name and Address of Present Employer	Employed Since	Pay Per Hour Week or Month	Hours Worked Per Week		Income Past Twelve Months	
								Regular	Overtime		
1.											
2.											
3.											
4.											
5.											
6.											
7.											

Do you have any other income? No Yes How much and from what source _____

List allowable Deductions for Coming Year _____ This statement is true to the best of my knowledge. You have my permission to verify these facts.

DO NOT WRITE BELOW THIS LINE

Past Year	Coming Year	Unit Size	Rent Paid	Grade Rent
Total Earnings		Present:		
Other Income		Proposed:		
Total Income		Eligible		
Total Deductions		Ineligible		
Total Net Income		Recommended By _____	Date _____	
		Approved By _____	Director	

COMPUTE INCOME HERE (For Audit Purposes)

Continued from page 27

ing session are those who will complete the re-examination with other groups. The manager or tenant selection supervisor is generally the conductor of the group interviews. Accountants, clerks, and maintenance supervisors can serve as assistants.

At the training session, the theory of low-rent housing and the relationship between income and rent are reviewed. This review serves to establish the purpose of re-examination and, incidentally, to school new staff members in the philosophy of housing. The Regional Office Leasing and Occupancy staff member is the leader in this discussion.

Techniques of handling groups, such as establishing rapport, giving instructions, holding attention, and the like, are described. Staff members are asked to observe their use in the demonstration interview.

Local policy in regard to income due to overtime pay, normal and excessive transportation, cost of meals when part of income, and other local factors are clarified for use in the interview.

The staff group then goes over the form. Line by line the leader explains what he is going to say to the tenant group, what entries are required, and where the entries are to be made on the form. This is to acquaint the assistants with the information needed so that they can help the tenants during the interview.

The Group Interview

The tenant group of 125 to 150 tenants is called to meet in the community building, usually in the evening. Nearby school buildings have been used when no community building was available. Physical arrangements should be adequate as to seating, lighting and writing space. Tables to write upon are desirable but if they are not available, lap boards or heavy manila folders can be used. An ample supply of pencils should be on hand.

The interview opens with a brief introductory statement by the executive director or the housing manager in which the reasons for annual re-examination are explained: that re-examination is a condition to continued occupancy, and that the tenant agreed to the re-examination at the time he became a tenant in the project. The tenor of the introductory statement should be toward an attitude of cooperation in giving information freely and honestly.

When the conductor of the interview is introduced, he spends a minute or two in establishing rapport with the group and then explains how the interview will be conducted.

Those who cannot write or who have language difficulties are told that they will be cared for individually at the close of the interview. Similarly, those who become confused or who have questions about their particular cases are asked to hold their questions until the end of the interview.

All are asked to follow the conductor closely, to raise their hands rather than speak out if they need assistance,

Continued column one, page 29

WE PRESENT...



**EXECUTIVE
COUNCILMAN
RAYMOND E.
NELSON**

(Twelfth in a series of biographical sketches of the Division's Officials)

Mr. Nelson, elected in May for a three-year term on the Executive Council, is a veteran houser and a charter member of the Division. As a graduate of the NAHO-PWA management training school in 1935-36, he was appointed Associate Management Supervisor of the PWA Housing Division and later transferred to the managership of a 925-unit, PWA development in Chicago--Julia C. Lathrop Homes. In 1940 Mr. Nelson left Chicago to become the General Housing Manager of the Housing Authority of the City of Los Angeles. He is now Director of the Authority's newly-created Division on Management Standards and Research.

Mr. Nelson was born in Litchfield (Minnesota); was graduated from Carleton College; and, has an AM in sociology from the University of Chicago. He has taught social sciences and economics and has directed or assisted in the conduct of sociological surveys in Illinois and Maryland. During the past year, he conducted courses in housing and management at the University of Southern California.

Of Management Mr. Nelson says: "I like to think of the job of public housing management as that of developing stable neighborhoods of low-income families. To achieve this, management must not only collect the rents, maintain the physical properties and operate in accordance with sound business principles, it must also encourage those self-help and democratically controlled activities among the residents which will promote a sense of personal and community responsibility for property and common problems."

Continued from page 28

and to refrain from talking during the interview. It is explained that information on current earnings will be verified and that tenants' and employers' statements become a part of the permanent file for each tenant.

Filling in the Form

After assuring himself that everyone has a pencil and a form, the conductor goes into the interview. Line by line, item by item, he explains what information is required. Time is allowed for all, except the very slowest, to fill in the blank spaces before the conductor moves on to the next item. When the item "Other Income" is reached, probable sources of such income are mentioned. The same thing is done about "Allowable Deductions."

When the group has given the required information and signed the statements, the letters of verification are given out, if they are not to be mailed, and the group is told to take them to employers, have the verification made, and return the letters within a specified time.

This step completes the interview, except for checking the forms for completeness and for those who require individual assistance. The assistants receive the tenants' forms, check them for completeness, and excuse the tenants or ask them to remain for individual attention.

Favorable Experience

Experience with group interviewing in Region IV has been that only about 10 per cent of the tenants require individual help with the form. None of the interviews have taken more than two hours, including the time required for individual assistance . . . Approximately 90 per cent of tenants' forms are complete enough and reconcile well enough with employers' statements to allow management to establish rent grades without further contact with the tenant. . . Local authorities which were dubious of the efficacy of the method are convinced, after trial, that it is as valid as individual interviews and much more economical of time . . .

PROPOSAL FOR THE FORMATION OF NEIGHBORHOOD "HUMAN RELATIONS CLINICS"

DR. H. RAPHAEL GOLD

(Presented to the Conference of the Texas Society for Mental Hygiene, March 4 and 5, 1943, Dallas, Texas, by Dr. Henry Raphael Gold, Commissioner of The Housing Authority of the City of Dallas, Texas.)

The effort at coordination of various fields of human endeavor for the advancement of Mental Hygiene is in itself evidence of a hygienic mental attitude. Over-specialization in any sector of the human scene is bound to produce that narrowmindedness, which Mental Hygiene seeks to cure and still better to prevent.

An application of this principle has been made recently in trying to ease the managerial problems of the new Federal Public Housing Projects in our community. In these projects large numbers of peoples are thrown together without previous acquaintance and with a motley variety

Continued column one, page 30

DIRT DIGGING

Facing as a fact of life that children will dig in the dirt, some housing managers have set aside a plot of ground, blocked it off with a wood or concrete curbing, and turned it over to the project children for the sole purpose of -- DIGGING.

HOUSEKEEPING STANDARDS

CORPUS CHRISTI

The 1942 annual report of the Housing Authority of the City of Corpus Christi tabulates the house-keeping standards at its three low-rent and two war housing projects on the basis of the 1942 annual inspection of dwellings and equipment. The tabulations make possible interesting comparisons of the housekeeping standards in white, Negro, Mexican, and war housing developments.

Kinney Place - 158 units

Anglo-American, low-rent

Good - 39%

Fair - 60%

Poor - 1%

D. N. Leathers Center - 122

units - Negro, low-rent

Good - 90%

Fair - 5%

Poor - 5%

Navarro Place - 210 units

Latin-American, low-rent

Good - 96%

Fair - 3%

Poor - 1%

La Armada - 750 units

war housing

Good - 80%

Fair - 15%

Poor - 5%

Peary Place - 400 units

war housing

Good - 75%

Fair - 22%

Poor - 3%

MEMPHIS

Mr. J. A. Fowler, Executive Director of the Memphis Housing Authority says: "An inventory

Continued column two, page 30

Continued from column one, page 29

of backgrounds and cultural equipments. The administrators of these projects are charged not only with the smooth running of a physical plant, but also with the far more difficult task of bettering social conditions at least to a degree that would justify the original slum clearance enterprises upon which the new housing projects have been built. The conflicting interests and misunderstandings of the tenantry cannot always be resolved by the authority and judicial temperament of the manager. The very fact that he is the "substitute landlord" of their homes and the collector of rents invests the project manager (and indirectly his staff) with a personality which is hardly consonant with that of a neighborly guide and a counselor in human relations.

At a recent meeting of the staffs of these housing projects in the Administration Building of Roseland Homes, Dallas, Texas, the writer proposed that the managers delegate some of their functions to a Neighborhood Council to be known as the "Human Relations Clinic." This Clinic would function for the neighborhood as a whole, of which the housing project is only a part. Such a clinic should be made up of one or more: (1) ministers of religion; (2) physicians; (3) lawyers; (4) social workers; (5) business executives; and (6) outstanding homemakers. These would sit on appointed evenings of the month (possibly in shifts, if there be more than one of a profession represented) as a sort of *informal* court of appeals to listen and try to harmonize and arbitrate conflicts which arise from family feuds, neighbor encroachments, racial and regional group frictions, and antagonisms of children transferred to their parents. Should there arise the need for confidential handling of particular problems, a competent member of the Clinic would be requested to take over a special assignment in his or her field.

It is fairly obvious that such clinics would tend to develop social leadership among the various professional and business groups in the neighborhood. They would also serve some more immediately practical purposes. Thus they would act as intermediaries between administrator and tenant in situations where the rules appear rigid and the discretionary powers of the manager limited. The panels of such clinics being drawn from both project tenantry and the encompassing neighborhood, it would also serve another significant purpose, namely the elimination of that undesirable feeling that the new Public Housing Project is a "town within a town," and the tenantry a segregated group surrounded by real though invisible walls.

Now, what pertains to the specific situations in neigh-

Continued column two, page 31

Continued from column two, page 29

of equipment in our two leased projects with 1085 units, after five years of constant service, reveals a very low degree of depreciation -- which I attribute to the vigilance of our methods. We are careful to avoid the impression of policing... Our Negro tenants, most of whom have never had so-called modern conveniences, have generally responded better than white tenants to our instruction program in the use and care of the equipment... We have just completed a survey of the 900 tenants in William H. Foote Homes, aided Negro project, and the report shows only 25 poor housekeepers."

NEWS ITEMS

NORFOLK

A representative of Collier's Magazine this month visited the Lewis Park trailer camp in Norfolk. She took pictures, interviewed families, and declared the Park to be one of the cleanest and with the highest morale of any trailer camp from coast to coast. Mr. Robert Partrea is the present manager of the Park.

SAN ANTONIO

Through the cooperation of a local church, an experienced recreation leader is this summer conducting at Victoria Courts in San Antonio a complete program of children's recreational and educational activities. The church is defraying all expenses of the program and in addition has agreed that the worker may assist the management in other activities of the Court where desired.

WICHITA

Families in the WICHITA war housing projects receive a service available to no other public housing tenants in the country -- logopedics. Logopedics includes speech correction for spastics and stuttering and for defects due to blindness, ear troubles, or impaired breathing mechanism.

The service has been made available through the Project Service

section of the housing management office from the Logopedics Institute at Wichita University -- the only large such institute in the country. Lectures for project tenants are arranged as an initiation to the service and have been made before general tenant groups as well as small club and special-interest gatherings. However, consultations and corrections are individually handled and have proved of real value to many families.

OMAHA

This spring when the Missouri River flooded and jeopardized the lives of 1,000 families in the Omaha area, the recreation center of Logan Fontenelle Homes was opened to the evacuees. In cooperation with other city officials, the housing authority and the housing manager set up the center as a distribution point for 1,000 cots and 1,500 blankets and in addition gave direct shelter, food, and medical aid to hundreds of flood victims.

NEW YORK

When, after two years, the Management Assistants who collected rents at Red Hook Houses in New York were transferred to another project and rents collected from the office, the Tenants Council petitioned the Authority to retain the Assistants -- not for collections but for educational and social work -- which was done by the Authority this spring.



AT EASE!

War-working tenants at Marin City relax in the project's Community House, as pictured in the first annual report of the Housing Authority of the County of Marin (California) -- an unusually well illustrated account of a vital war housing program.

Continued from page 30

neighborhoods marked by housing projects can also very readily be applied to all city neighborhoods and perhaps even to certain rural vicinities. The need for such Human Relations Clinics would seem particularly urgent in this present crisis of our country. When human stresses and radically changed situations bear the seed of innumerable misunderstandings and frictions and panics; when the patterns of many homes have been so deeply affected by the military draft; when large sectors of our population have been suddenly moved to new environments in response to war production needs, such neighborhood Clinics of Human Relations may render a service of high social and even patriotic usefulness. Properly sponsored by such a cognate movement as that for Mental Hygiene, these clinics would be particularly benefited by the availability of rich findings in the fields of Individual and Social Psychology and the related realms of Science.

The above material appears as an appendix to a reprint of an address by Dr. Gold "On the Social Management of An American Housing Program," listed in the July NAHO NEWS as available free upon request to the Housing Authority of the City of Dallas, 2525 Lucas Drive, Dallas.

THE PROBLEM FAMILY

*Quotations from Proceedings
Annual General Meeting, November, 1942, London
Society of Women Housing Managers.*

... We should begin by asking the question, "What do we mean by 'problem families'?" I think the answer given by everyone would be, "They are the families all over the country who have not responded to improved conditions and new environment." We must always remember in considering this question that it is not always the fault of the family. They may originally have lived for years in bad slum conditions, probably overcrowded, with a very low standard of comfort and housekeeping, with perhaps before the war a long period of unemployment, which has lowered their vitality and initiative...

What are the remedies that can be tried? I am afraid there are no short cuts; it means endless patience and constant tactful supervision. At the beginning too high standards should not be expected. We must have sufficient imagination to look at the difficulties from the tenants' point of view, especially the women's. They are probably bewildered, puzzled, even frightened, though they do not wish us to know that. Our ideas of cleanliness, order, customs, and manners may be entirely strange, even peculiar, to them...

The two great problems for everyone to deal with after the war are going to be the art of homemaking and the art of community living or, in simpler terms, learning to be good neighbors... It is homes we have to help to create after the war and happy, contented family life, not just a collection of lonely people on new housing estates.

HINTS TO THE HOUSING MANAGER

RAT CONTROL

► Edward M. Ouren, Manager of Logan Fontenelle and South Side Terrace Homes in Omaha, reports that the problem of rats burrowing under the concrete entry-way porches and breeding there was solved by asphyxiating the rats with the exhaust fumes from a power lawn mower, fed into the holes. Not only did the carbon monoxide kill the rats but apparently acted to prevent others from nesting under the entry-ways.

The asphyxiating mechanism consists of a length of metal pipe fastened to the exhaust of the mower and a piece of rubber hose fastened to the pipe. The hose is not attached directly to the exhaust because of the possibility of its burning.

RE-USING LINOLEUM

► Linoleum that has been down for some time often has substantial areas of completely usable material between the worn spots and the indentations caused by heavy equipment and excessive use. The Journal of Property Management of the Institute of Real Estate Management reports a means of saving the usable material by the simple expedient of taking it up; having it cut into 9" squares; separating the good squares from the bad; then "tiling" floors with the good squares. The Journal comments that neither the labor involved in cutting and laying the tiles nor the value of the linoleum is chargeable against a WPB L-41 allowance.

GASOLINE SCOOTERS

► In an effort to conserve gasoline and tires, the Region VI Management Adviser of the Federal Public Housing Authority, Mr. L. Sherman Aldrich, has purchased 19 gasoline-operated scooters for use by the management staffs of proj-

ects that cover considerable territory. The machines are capable of traveling 40 to 50 miles per gallon of gas and are equipped with tool-carrying compartments.

TENANT HEALTH EDUCATION

► To control the menace to tenant health that unsanitary project conditions was creating at Banning Homes in San Pedro (California - 2000 units), the community newspaper organized a mass meeting of tenants and invited officials of the local health department to speak to the group on the perils of uncovered garbage, rat and insect plagues, and carelessness in disease control. Moving pictures to bear witness to the facts were also shown and management and tenants both were given an opportunity to suggest ways and means of bettering the situation. Out of the meeting came a list of concrete suggestions and a tenant committee to work with the management in solving the problems involved -- also a delivery schedule on full screening of project windows and doors.

CLEANUP SQUAD—FREE MOVIES

► A boys' club has been formed at Merrimack Park in Norfolk (Virginia) to act as a project cleanup squad. The group is directed by the project manager and operates after school hours. As a reward for their services, the boys who assist the manager are given free passes to Saturday movies and the group as a whole is to be entertained in some special way if it is found that it does a good job.

LETTERS TO SOLDIERS

► At Greendale (Wisconsin) the Community Recreation Department provides the village library with a currently correct list of names and addresses of local boys in the armed services and

urges tenants to take some of the time spent in the library to write occasional short, cheerful letters to Greendale servicemen. Writing materials and stamps are furnished by the Department and mailing is done by the library.

The Department and library also encourage community children to make up cartoon scrap books and to paper-bind magazine stories, puzzles, quizz games, etc., to be sent to servicemen. Material for these books is solicited from community tenants and special collection boxes throughout the project have been set up to maintain the postage account.

TENANT vs. MANAGER DISCUSSIONS

► Separate roundtable discussions, one "for men only" and another "for women only," on the subjects "My Idea of a Good Tenant" and "My Idea of Good Management" were conducted at evening sessions early this year by Dr. Irvin W. Underhill, Manager of Richard Allen Homes (1324 units) in Philadelphia. He represented the management point of view against a large attendance at each meeting and reports two constructive and amusing evenings, without casualties, in spite of a "no holds barred" ruling.

MAINTENANCE EMPLOYEES

► High school students 16 years of age and over are being used after school and on Saturdays as part-time maintenance helpers at some of the directly-managed war housing developments in FPHA Region VI. They are hired as Junior Laborers, CPC2, and were to be given full employment during the summer months if their previous work merited such an extension of employment. State work permits were secured before employing the boys.